Human Resource Management - I

Staffing

Performance Evaluation

Morale and Discipline

19 December 2002

Agenda

- Presentation/discussion
- Break
- Case Study

Objectives

- Describe the functions of HR Dept.
  - HR planning
  - Staffing activities for attracting, developing and retaining employees
  - Workforce management
- Describe key features of effective performance evaluations
- Explain the elements of positive discipline

Human Resources

- It’s more than record keeping!
- Changing legal environment
- Complex compensation systems (insurance, pensions, etc.)
- Support functions – EAPs, surveys, exit interviews, outplacement, negotiations, etc.

Supervisors must have knowledge of...

- Liability issues
- Employee legal rights
- Harassment
- Regulations (ADA, OSHA, FMLA, HIPAA, etc.)

Rely on your Human Resource Department!

HR Planning

- Personnel
  - Workforce planning
    - Organizational changes
  - Budget
  - Training/Development
- Productivity/Performance
- Competitive position

Staffing

- Supervisors determine need for employees
  - Job description
  - Job specification
- HR assists with classification, salary, advertising, indoctrination, “maintenance”

Staffing Functions

- Recruitment
- Selection
- Development
- Retention

Recruitment

- Advertising
- Recruitment firms
- Internal transfers
- Outsourcing/contracting

Job Descriptions

- Primary duties and functions
- Basic requirements – background, education, training
- Relationships – supervisory, organizational
- Basis for evaluation criteria

Job Specification

- Education
- Experience
- Specific skills
- Working conditions

Selection

- Screening
- Interviews
  - Structured interviews
  - Counseling interviews
- Reference data
- Testing
- Documentation

Retention

- Compensation
  - Benefits
- Job analysis/fit
- Development
  - Training and education opportunities

Evaluation

- Performance measurement
- Reward
- Discipline
- Discharge

Performance Evaluations

- Appraisals
  - Developmental tool
  - Productivity enhancement
  - Basis for reward
    - Salary
    - Promotions
  - Identify training needs

Performance Evaluations

- Criteria
  - Written standards, objectives, performance plan
- Multiple forms
  - Narrative, numeric/category scale, ranking, forced distribution, peer review, etc.
- Formal systems
  - Annual review
  - Counseling
  - Merit/salary review

Performance Evaluations

- Problems
  - Leniency
    - Halo effect
  - Central tendency
  - Outdated standards, performance criteria
  - Bias
  - Most recent “accomplishment” or activity

Morale and Discipline

A Positive Approach to Proper Conduct

Signs of Good Discipline

Employees:

- Willingly follow rules
- Meet or exceed standards
- Practice good self-judgment

Signs of Poor Discipline

Employees:

- Refuse to follow rules
- Violate standards of acceptable behavior
- Require constant oversight

Guidelines

- Take responsibility
- Maintain control of emotions
- Discipline in private

Progressive Action

- Informal talk
- Spoken warning or reprimand
- Written warning
- Disciplinary layoffs and suspension
- Demotion
- Discharge

Other Considerations

- Timing
- Documentation
- Supervisor’s dilemma
- Discipline without punishment
- Right of appeal

Discussion